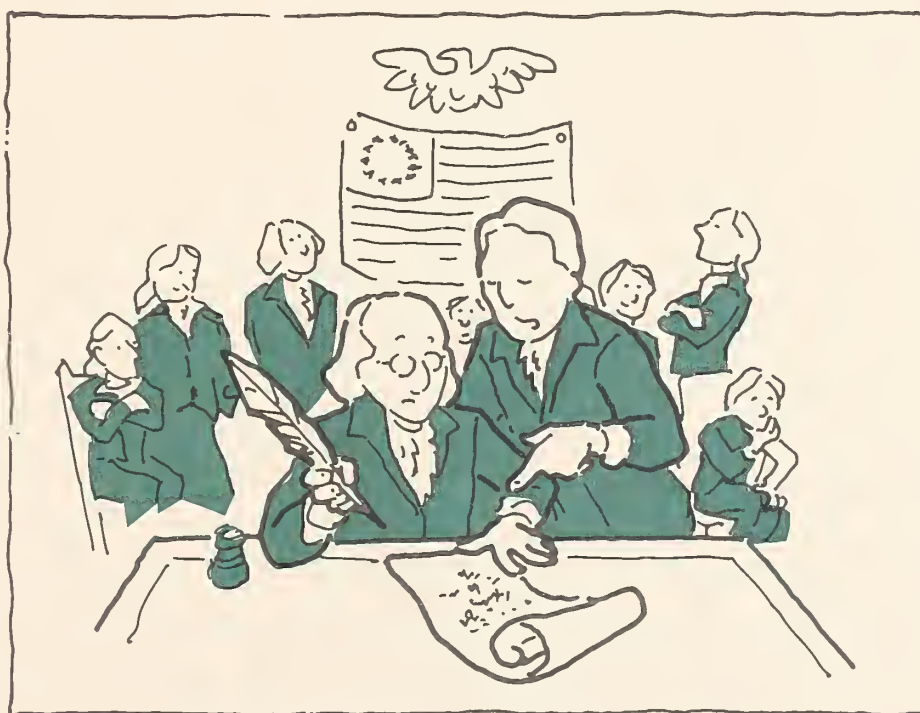


Historic, Archive Document

Do not assume content reflects current scientific knowledge, policies, or practices.

Improving Communications and Working Relationships



“Let’s change ‘Us Guys’ to ‘We The People.’”

AD-33 Bookplate
(1-48)

NATIONAL

A
G
R
I
C
U
L
T
U
R
A
L



LIBRARY

*"This report is dedicated to the men and women of the U. S. D. A. Forest Service.
Sincere thanks to all who shared in this effort."*



United States
Department of
Agriculture

Forest
Service

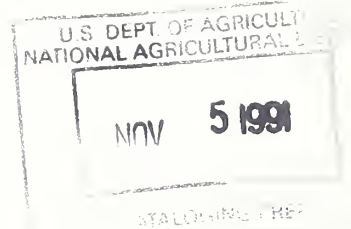
Washington
Office

14th & Independence SW
P.O. Box 96090
Washington, D.C. 20090-6090

Reply to: 1600 Information Services

Date: February 6, 1991

Subject: Final report of the Committee on External Communications



To: All Employees

Last May 18 I commissioned the Committee on External Communications to study our current programs and recommend ways we could improve our effectiveness. This final report was presented to Chief and Staff by the committee on December 12, 1990, and to the Regional Foresters and Directors on January 15. Reception by these groups was enthusiastic. The report, "Improving Communications and Working Relationships," and its recommendations were accepted. In transmitting this copy of the final report to you, I want to add my personal endorsement. Much of the implementation must happen at the national level. We will be discussing this more in the coming weeks. However, everything the report contains falls within our current legal authority. Many of these recommendations can be implemented by regions, stations, forests, districts, and individuals without further direction. Examples include:

- Training and professional development for PAOs and line officers.
- Assessing the organizational position of the PAO and integrating it into the policy and decision-making processes of the agency.
- Development and systematic use of opinion leader lists and networks as a primary communications method.
- Emphasizing two-way communication with the public at your level.
- Making a greater effort to explain the context and rationale for decisions and policies in ways that our customers can understand.

In these and many other areas, field units and individuals should seize the initiative for improvement. Over the last 7 years, several teams have examined the critical area of communications. This report builds on all that previous work. Now it is time to put this analysis into action. I urge each of you to read this report and consider how the recommendations relate to you. Then I hope you will act to improve our collective ability to communicate with the public. This is vital to our future success.

F. DALE ROBERTSON
Chief



Caring for the Land and Serving People

Comments From Participants

Chief – Before you read the core of this report, some thoughts from folks who participated in this effort:

“We have studied our communications to death! It’s time to get on with it!”

“We need to have realistic expectations of our communications efforts. If this was easy, it would have been solved a long time ago!”

“Agreement on values is hoping for too much. Individuals have values; organizations have traditions and rules of acceptable behavior.”

“What we’re searching for is informed consent — not consensus!”

“Well managed internal communications should reinforce acceptable behaviors and be a meaningful two-way communications link between the organization and its employees.”

“We need to raise external communications to the level of a major organizational goal.”

“Open internal forums for information exchange should be encouraged.”

“We need to simplify — missions, values, visions, strategies, charters, perspectives and slogans just blow my mind.”

“Many organizations have a mission statement, but people aren’t committed to it because they aren’t involved in developing it.”

“Low trust results in closed communications, little problem solving and poor cooperation and teamwork.”

“Success is 90 percent doing a good job and 10 percent telling about it.”

“We need to identify leaders among underrepresented professional and media organizations who can and are willing to interact and dialogue.”

“If you really want to help people change, empathize with them.”

“Transforming Forest Service communications will require major changes in the way we do business at all levels. It must be more than window dressing. It will require significant behavioral changes within the Agency.”

What We Learned

Many Forest Service people and folks outside the Service feel an urgent need to build better relationships and to improve our communications.

It will require a determined, sustained commitment to make this happen because it requires changes in the way we think and act.

Improving internal communications is the first priority, because we can't do a first class job externally unless all Forest Service employees have the "right stuff."

Internally, we need more two-way communications throughout the Service.

We need closer teamwork within the Forest Service that's based on trust, respect and timely sharing of accurate information.

A huge amount of good work is done by dedicated Forest Service people. Our people need to hear more about our successes and share in the pride of this outstanding public service.

We need to improve our orientation program for new employees (including seniors, volunteers and part-time) and require its timely application on all units.

Communications training and evaluation needs to be beefed up and required for all managers and Public Affairs staff.

Every person in the Forest Service (including senior citizens and volunteers) should be equipped with an appropriate level of information so that they can help in the effort to communicate with our publics.

We are swept up in a time of historic change and it will take an extra effort to keep Forest Service employees and our publics informed about how we are adjusting to change and why.

In this time of changing values and public expectations, we need to update our Mission, Strategy and Vision statements and work hard to communicate them.

Forest Service "frontliners" (receptionists, information technicians, volunteer hosts, Visitor Information Services staff, law enforcement officers, etc.) are of critical importance to our total communications effort. They need increased support in terms of improved training, tenure and, in some cases, pay.

To strengthen working relationships, we need to do a better job of listening and to reemphasize our one-on-one contacts no matter how busy we are.

We need to take the time to consult with our traditional partners and other key folks before we make the big decisions.

What We Learned, *cont.*

There are other opportunities to improve our communications, but there is no "Silver Bullet." We recommend concentrating on a few fundamental problems and opportunities. Our objective should be to make solid, visible progress on these items; and when we are satisfied with our progress, then we can look to other areas.

You will note that we have steered away from recommending certain technologies to improve our communications. There are some wonderful technological tools and a very good body of knowledge related to public relations that is available. We have some top public affairs professionals in the Forest Service and excellent outside consultants. We need to draw on this talent!

You will also notice that the Committee has consciously avoided recommendations for implementing the "Actions" in this Report until they have your approval. We see implementation as a separate step. However, we strongly recommend the direct involvement of Forest Supervisors in the implementation phase because many of the Actions are a direct result of their comments at the Sunbird Conference (11/13/89).

Strategies and Actions

Here are five strategies and recommended actions that will move us in the right direction:

I. FOREST SERVICE MISSION, STRATEGY AND VISION: Every member of the Forest Service will have a clear understanding of our Mission, Strategy and Vision and will use this understanding to guide their day-to-day work, and to be able to adequately describe it to the public.

Actions:

A. Assemble all current, national level statements which relate to Forest Service Mission, Vision, Strategy, Values, Charter and Slogans. Engage the work force in updating and consolidating these statements to focus the Forest Service Mission, Strategy and Vision.

B. Develop a standardized program that explains these clarified statements and present it to the entire Forest Service work force, including senior citizens, volunteers and temporary employees.

C. Encourage localized versions of Strategies and Visions that speak to the uniqueness of the unit. Direct line officers to assure that localized versions are supportive of National statements.

D. Require new employee orientation and make the presentation and discussion of Forest Service Mission, Strategy and Vision a prominent part of that training.

E. Develop a standardized regional level training program similar to the National Management Policy Seminars to increase understanding of how and why the Forest Service operates as it does.

Strategies and Actions, *cont.*

II. INTERNAL COMMUNICATIONS: Within the Forest Service, we will improve teamwork and cooperation based on open two-way communications, timely sharing of accurate information and recognition of top communicators.

Actions:

A. Require first line supervisors to discuss issues and critical information with their employees on a timely basis. Make this task a specific part of the supervision performance element and closely monitor accomplishment.

B. Improve feedback mechanisms to line officers and managers by utilizing “sounding boards” of employees, listening sessions, informal networks, “team think,” and other innovative means.

C. Recognize that a wide range of personal values exists and is healthy in a multicultural work force. At times these values will lead to dissent. Establish a clear policy to help employees and supervisors constructively address situations involving internal dissension.

D. Provide appropriate recognition and rewards for top communicators.

E. Make a special effort to communicate the rationale and context of Forest Service policy and decisions to all employees.

F. Evaluate our current internal communications tools: Chief and Staff Notes; Friday Newsletter; Daily News Digest; and Regional, local and staff newsletters. Eliminate, consolidate, or refocus as necessary.

G. Communicate positive accomplishments of a multicultural Forest Service work force and generate pride.

H. Improve methods of communicating sensitive information to promote teamwork in managing critical issues.

I. Formalize and require a transition process to facilitate communications between line and key staff officers and those designated to replace them at the time of transfer, retirement, etc.

Strategies and Actions, *cont.*

III. EXTERNAL COMMUNICATIONS: Skilled external communications will be viewed as a valuable part of our overall effort because it is the foundation for building trust and supportive working relationships.

Actions:

- A. Strengthen and promote the idea that every Forest Service person has a responsibility to build trust and relationships through effective communications with the public.
- B. Develop special training opportunities for Forest Service “frontliners” who work directly with the public. (See *Training Proposal for Forest Service Technicians* - Clemson University.)
- C. Search for ways to increase tenure and capability of Forest Service “frontliners” through improved career ladders.
- D. Require opinion leader lists, including underrepresented groups, at every organizational level. Stress the importance of maintaining frequent contact with opinion leaders. Reemphasize “spittin’ and whittlin’” and two-way communications on a regular basis.
- E. Emphasize and reward community involvement by Forest Service employees.
- F. Require coordinated, targeted communications plans that focus on a few salient themes and which include provisions for evaluation at all organizational levels. Stress integrated National Forest Service, State and Private Forestry and Research communications.
- G. Broaden and coordinate communications flowing from Interpretive Environmental Education and Visitor Information Services.
- H. Require public involvement in decision-making at all levels, with special emphasis at the project level. Public involvement strategies should focus on true dialogue and development of informed consent.
- I. Make a greater effort to demonstrate and explain the rationale of our decisions and policies in a way our customers can understand.
- J. Build on the success of Challenge Cost Share, Stewardship, Land Management Planning, and other efforts that promote dialogue, ownership and stronger working relationships.
- K. Strengthen and coordinate external communications with universities and other Federal and State natural resource agencies.
- L. Through efforts like “New Perspectives,” actively demonstrate the benefits and trade-offs of Multiple Use. Show people we value the things that are important to them.

Strategies and Actions, *cont.*

IV. COMMUNICATIONS AND PUBLIC AFFAIRS (PA) PROFESSIONALISM AND SKILLS: The communications and PA efforts of the Forest Service will be based on professionalism and a high degree of modern public affairs skills. These skills will be fully utilized to meet the public's need for timely and relevant information, to build strong working relationships and to support the Forest Service mission.

Actions:

A. Develop and standardize basic communications and PA training requirements for managers and PA professionals that will provide needed knowledge, skills and abilities.

B. Update the publications, *Public Affairs Skills for the Developing Manager* and *Professional Development Guide for the Public Affairs Officer* and use them as the basic skill guides for managers and Public Affairs Officers.

C. As soon as feasible, make basic communications and PA training mandatory and require it as a prerequisite to holding managerial and PA positions.

D. Work with the Office of Personnel Management to strengthen qualifications and standards for the 1035 series to require a professional background.

E. Place a higher priority on communications and PA proficiencies in the evaluation and selection of managers.

F. Managers and PA specialists at all levels work together to develop a division of labor matrix that will help to define roles and responsibilities.

G. Foster appreciation and recognition of the body of knowledge PA professionals are capable of providing. Promote teamwork between managers and PA specialists to gain greater use of this knowledge.

Strategies and Actions, *cont.*

V. FOCUS AND EFFICIENCY OF COMMUNICATIONS AND PUBLIC AFFAIRS: Communications and PA efforts will be fully integrated into the decision process at all levels. Most work will focus on coordinated, well planned objectives followed by evaluation.

Actions:

A. Assure that PA specialists are full members of the management teams, involved in the decision making process and held accountable for meaningful participation.

B. Evaluate managers' use of PA expertise and hold them accountable for meeting their communications and PA responsibilities.

C. Design and implement organizational structures that promote teamwork and full participation between top managers and PA specialists. For example, consider making PA in the Washington Office a Senior Executive responsibility reporting directly to the Chief. Similar organizations with PA specialists reporting directly to a key line officer may be desirable at other levels of the Forest Service.

D. Achieve reasonable consistency in PA staffing and career ladders at Regional, Station and Forest levels. Support upgraded PA staffing on complex Forests and adding PA staffing on complex Ranger Districts.

E. Design methods to obtain current public attitudes and feedback on key issues as a basis for developing PA plans. For example, utilize the Extension Service authority for surveys and/or analyze Washington Office controlled correspondence.

F. Require top line officers at all levels to approve annual PA objectives, strategies and campaigns. The Chief should coordinate and control national initiatives.

G. Require managers at all levels to develop and implement public affairs plans that are supportive of national communications objectives.

H. Develop PA strategies and campaigns that are focused on specific objectives and behavioral changes. Provide adequate funding to implement.

I. Routinely evaluate the effectiveness of communications and PA campaigns. Build on successful efforts.

J. Establish and support national sign and logo standards to promote Forest Service identity and reduce public confusion.

Supporting Discussions

I. MISSION, STRATEGY, AND VISION

Common themes identified by employees, Forest Supervisors, and external commentators were:

- Lack of clear understanding and articulation of the basic Forest Service Mission, Strategy and Vision hinders effective communication.
- This was the most frequently raised issue by all three groups — employees, Forest Supervisors and external reviewers. It was also given the highest priority for resolution. Typical comments were:

“Until the Forest Service can better describe what it stands for as an agency, no amount of effort in internal and external communications will be successful.”

“Not many folks really know where we are heading...the result is that folks hesitate and give the impression of confusion.”

- Many Forest Supervisors and external groups called upon the Forest Service top leadership to develop and articulate the Mission, Strategy and Vision of the Agency. The employee group seemed particularly interested in being involved in the process with the leadership. Yet, at the same time, a small number of participants felt that legislation and policy provided the necessary direction for the Agency and that “confusion” or “ambiguity” really was disagreement over priorities and values.

- Some commentators suggested basic elements be addressed in the issue, including “stewardship”; sustainability of all products, services, and values; management of plant and animal communities to achieve multiple purpose objectives; maintenance or protection of all parts of natural ecosystems; and work force diversity.

Discussion

That so many feel so strongly about the need to address the Forest Service mission is reason enough to give the issue serious attention. A shared sense of mission is essential to our collective efforts to improve communications.

Given our complex mandates, we need (for both our work force and those who deal with us) a “North Star” — a sense of purpose that provides a guide and check for decisions, positions, programs and crisis responses. This framework also provides a single corporate identity.

Forest Service employees must have a sense of ownership in any mission, strategy and vision articulated by the leadership.

Supporting Discussions, *cont.*

II. INTERNAL COMMUNICATIONS

Common themes identified by employees, Forest Supervisors and external commentators were:

- Internal coordination must be improved, at all levels, in order to convey consistent, accurate information to the public
- Before we can provide a consistent message to the public, we must get our own internal communications house in order. Internal and external communications are closely linked.
- Information overload is a problem. Getting the right information to the right people in a timely fashion is an ongoing challenge.
- Internal communications must be two-way, allowing for field personnel, retirees and other members of the Forest Service community to provide honest feedback to the leadership.
- Good internal communications provide the basis for improved teamwork and the resolution of conflict.

Discussion

We must manage the technology so that it improves our internal communications. Technology has the potential to greatly enhance internal communications, but can never substitute for personal communications. We must remember that most employees prefer to get their information face-to-face from a person they consider credible, usually their immediate supervisor.

Supporting Discussions, *cont.*

III. EXTERNAL COMMUNICATIONS

All groups felt that Forest Service external communications should:

- Become more effective at framing issues from the agency's perspective.
- Be two-way, by meaningfully seeking and trying to understand the views of others.
- Avoid being fragmented along functional and activity lines. External communications should be effectively coordinated and internally consistent.
- Be effectively targeted to those individuals, groups and opinion leaders who are in a position to influence the success or failure of Forest Service programs.
- Be sensitive to changing values which affect our diverse work force, the public and those who are in positions of influence over Forest Service programs.
- Be based on comprehensive strategy rather than simply reacting to events.
- Be closely coordinated with a greatly increased conservation education effort.

Discussion

Before public communications can be substantially improved, the Forest Service must, at all levels, resolve that effectiveness in public communications is as important as anything else the agency does, and must demonstrate that resolve by committing the resources necessary to do the job.

In some cases this will require major behavioral changes. A prerequisite for the organization to change is the active support and endorsement by the agency leadership.

Supporting Discussions, *cont.*

IV. COMMUNICATIONS AND PUBLIC AFFAIRS PROFESSIONALISM AND SKILLS

Common themes identified by employees, Forest Service and external commentators were:

- PA offices are often being used to distribute information on decisions already made. In many cases, they have not been involved in the decision from the beginning.
- The top PA officer of any unit is the line officer.
- A manager's ability to effectively communicate with the public should be given higher priority when considering training and/or performance evaluation.

Discussion

Line managers need a working knowledge of Public Affairs. This has become one of the single most important characteristics a manager should have.

Similarly, we should employ only top quality Public Affairs professionals. To do this, we must develop a career path which addresses such issues as recruitment, selection, Public Affairs training and development, socialization into the Forest Service organizational culture, and career ladders. We must also address the relationship between and among line officers and Public Affairs professionals so that the Public Affairs perspective is an integral part of the decision process.

Supporting Discussions, *cont.*

V. FOCUS AND EFFICIENCY OF COMMUNICATIONS AND PUBLIC AFFAIRS

Common themes were:

- Public Affairs programs which are disjointed, uncoordinated, and internally competitive do more harm than good.
- The information we present to the public should focus more on common themes that explain and support the overall Forest Service mission rather than separate functional programs.
- There should be a strong linkage between external communications, Visitor Information Services and conservation education.
- Public Affairs officers are not part of the management team on many field units, even though there is a correlation between this and the success the unit has in carrying out its resource management program.
- Public Affairs skill levels on many units need major improvement.

Discussion

The Public Affairs program direction must shift from being focused on individual activities and resource areas, to being a targeted approach, where the emphasis is on reaching clearly identified audiences with well-planned messages. It must also focus on building quality relationships with those members of the public who are active and influential on Forest Service issues.

Brochures, newsletters and videos may be a part of an objective-driven approach, but should not be an end, in and of themselves. We should deemphasize general purpose activities which aren't tied to specific objectives or a target audience.

Definition of Terms

Employees' verbal comments at four workshops and numerous written comments indicate that the meaning of the terms mission, strategy and vision vary from person to person.

The definitions used by the Committee in this report are:

Mission

A broad statement of an organization's reason for being.

The foundation of the Forest Service mission is defined by various laws enacted by the U. S. Congress and by Executive Orders of the President.

Strategy

The framework which guides those choices that determine the nature and direction of an organization (Tregoe & Zimmerman, 1980).

At the national level, the Resources Planning Act (RPA) Statement of Policy and the Program represent Forest Service strategy. At the National Forest level, the Forest Land and Resource Management Plan represents the strategy for that Forest. Region, Station and local strategies may also be developed in support of the national strategy.

Vision

The image of actually achieving the mission through the implementation of the strategy (Edge, 1987).

The vision personalizes the mission and strategy to the level of the individual unit, manager, and/or employee.

National Communications Committee Members

Jack Alcock

Chairman, Regional Forester, Southern Region

Sylvia Brucchi

Director, Eastern Region

James Bruce

District Ranger, Munising Ranger District, Hiawatha National Forest, Eastern Region

Denny Bschor

Director, Public Affairs, Rocky Mountain Region

Luther Burse

Assistant to the Chief for Civil Rights, Washington Office

Bjorn Dahl

Forest Supervisor, National Forests in North Carolina, Southern Region

Art Dufalt

Area Manager, Columbia Gorge National Scenic Area, Pacific Northwest Region

Elizabeth Estill

Director, Recreation, Cultural Resources, and Wilderness Management, Washington Office

Kathy Hammond

Public Affairs Officer, Plumas National Forest, Pacific Southwest Region

Susan Hess

Director, Public Affairs, Washington Office (Ex Officio)

Hank Montrey

Director, Rocky Mountain Experiment Station

Lynn Neff

Forest Supervisor, Ozark National Forest, Southern Region

Gerald Ross

State Forester, Missouri Department of Conservation

Working Group (Support to the Committee)

Susan Hess

Leader, Director, Public Affairs, Washington Office

Stan Adams

Director, Public Affairs, Southern Region

Lorraine Clements

Media, Group Leader, Public Affairs, Southern Region

Bruce Jewell

Assistant Director, Public Affairs, Washington Office

Doug MacCleary

Assistant Director, Timber, Washington Office

Mary Maher

Executive Assistant, Southern Region

Terry Tipple

Recreation Staff, Jefferson National Forest

Excellent support to this project was provided by **Jackson Jackson and Wagner** consultants, and especially by **Pat Jackson**.

External Interviewees

Suzanne Bohan

EPA Attorney
Southern Region

Dick Carter

Utah Wilderness Association
Intermountain Region

Joseph A. Chapman

Dean, College of Natural Resources
Utah State University

Dr. Art Cooper

Head, Dept. of Forestry
North Carolina State University

Jay Cravens

Former Regional Forester
Eastern Region

Dean Cromwell

Executive Officer, Board of Forestry
Pacific Southwest Region

Bill Dennison

Western Timber Association
Pacific Southwest Region

Janielle Fallon

Montana Petroleum Association
Eastern Region

Dr. John Freemuth

Professor, Boise State University
Intermountain Region

Michael Frome

Husley College of Environmental Studies
Pacific Northwest Region

Bill Grannell

Western States Public Land Coalition
Rocky Mountain Region

David Henderson

National Audubon Society
Southwestern Region

External Interviewees, *cont.*

Larry Jahn

Wildlife Management Institute
Washington, D.C.

George James

Retired, Regional Forester
Eastern Region

Jon Kennedy

Regional Forester's Representative in Sacramento
Pacific Southwest Region

Jim Kent

SRM/Fund
Rocky Mountain Region

Bob Kerr

Former Executive Vice-President
Georgia Conservancy

Delos Knight, APR

Southern Regional Manager
American Forest Council
Southern Region

John Kuecke, APR

University of Wisconsin-Whitewater
Eastern Region

Doug Leisz

Retired, Regional Forester
Pacific Southwest Region

Tom Lupkin

Duke City Lumber Company, Inc.
Southwestern Region

Jack Metzgar

Flagstaff, AZ
Southwestern Region

Claire M. Moseley

Rocky Mountain Oil and Gas Association
Rocky Mountain Region

Mark Peterson, Director

Sigurd Olson Environmental Institute
Eastern Region

External Interviewees, *cont.*

Barry Polski

American Forest Resources Alliance
Washington, D.C.

Luke Popovich

American Forest Council
Washington, D.C.

Tom Roederer

Intermountain Region

Rudy Rosen, Director

Southeastern Natural Resources Center
National Wildlife Federation
Southern Region

Neal Sampson

American Forestry Association
Washington, D.C.

Michael Scott, Director

Northern Rockies Region of the Wilderness Society
Eastern Region

Patrick Sheehan

Retired, Director, PAO
Intermountain Region

Gaylord Staveley

National Forest Recreation Association
Southwestern Region

Al Stenstrup

Wisconsin Dept. of Natural Resources
Eastern Region

Dr. Larry Tombaugh, Dean

College of Forest Resources
North Carolina State University
Southern Region

C. Booth Valentine, Director

Utah Farm Bureau Federation
Intermountain Region

External Interviewees, *cont.*

Dr. Henry Webster, Project Director
Lake States Forestry Alliance
Eastern Region

Lonnie Williamson
Wildlife Management Institute
Washington, D.C.

Larry Wiseman
American Forest Council
Washington, D.C.

Wilfred Woods
Publisher, Wenatchee World
Pacific Northwest Region

Steve Yurich
Southwestern Region

Reference Documents

REFERENCES¹

- Adams, Stanford M., comp. [n.d.] Public affairs training programs. Atlanta: U.S. Department of Agriculture, Forest Service, Southern Region. Atlanta. 10 p.
- Clemson University, Department of Parks, Recreation and Tourism Management. 1990. Training proposal for Forest Service technicians. Clemson, SC: Clemson University. 3 p.
- Covey, Stephen R. 1989. Seven chronic problems. (Unpublished manuscript provided by author.) 7 p.
- Dennington, Roger W. 1989. Report: A project to evaluate the effectiveness of foresters using professional selling skills. Atlanta: U.S. Department of Agriculture, Forest Service, Southern Region. 17 p.
- Dudley Research. 1990. How forest supervisors perceive USFS communication and relationship building activities. Exeter, NH: Dudley Research. 22 p.
- Dudley Research. 1990. How members of the Forest Service perceive its communication and relationship building activities: with suggestions for improvement. Exeter, NH: Dudley Research. (looseleaf notebook) 426 p.; summary by same title (printed separately) 116 p.
- Kissinger, Judy; Carroll, Beverly. 1990. Summary of employee comments on the draft report of task force on Forest Service communications. Washington: U.S. Department of Agriculture, Forest Service. 40 p.
- Kissinger, Judy; Carroll, Beverly. 1990. Summary of external comments on the draft report of task force on Forest Service communications. Washington: U.S. Department of Agriculture, Forest Service. 9 p.
- Tregoe, Benjamin B.; Zimmerman, John W. 1980. Top Management Strategy.
- U.S. Army, Office of Deputy Chief of Staff for Operations and Plans. 1990. Interview guide and questionnaire for corps command lessons learned project. (Unpublished manuscript.) 6 p.
- U.S. Department of Agriculture, Forest Service. 1990. Conclusions and recommendations on the compendium of studies on USFS public affairs practice of public relations. Washington, DC. 33 p.
- U.S. Department of Agriculture, Forest Service. 1990. Synthesis of the critique of land management planning. Vol. 1. FS-452. Washington: U.S. Department of Agriculture, Forest Service, Policy Analysis Staff. 24 p.
- U.S. Department of Agriculture, Forest Service, Southern Region. [n.d.]. Professional development guide for the public affairs office. Atlanta. 9 p.
- U.S. Department of Agriculture, Forest Service, Southern Region. [n.d.]. Public affairs skills for the developing manager. Atlanta. 6 p.

¹ Administrative documents available in Public Affairs Office, USDA Forest Service, Auditors Building, 201 14th Street, S.W. at Independence Ave., S.W., Washington, DC 20250.

* NATIONAL AGRICULTURAL LIBRARY



1022285520

a

NATIONAL AGRICULTURAL LIBRARY



1022285520